

International Consolidation Order-fulfillment Model

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Abstract

The birth of the Internet made the unthinkable possible. In the 21st century, ecommerce has become increasingly popular and has changed our shopping behavior. With the expansion of ecommerce, business is no longer constrained to one particular country. Companies that wish to reach foreign customers can use the Internet for this purpose, and customers in another country can simply go online and learn about the company's product from their home. The Internet has connected international customers to companies more than ever before and allows companies to bypass the traditional foreign distributor model of order fulfillment. Companies can easily mail orders to their international customers via international parcel services. However, international parcel services often cost more than the value of the goods. For companies to remain profitable in the international market, a new order fulfillment model that reduces the international order fulfillment cost must be developed.

By applying the freight consolidation concept and ecommerce business model, small companies can explore foreign markets with ease and avoid signing a contract with foreign distributors. Small companies can use the Internet to take orders from their foreign customers and rent a warehouse near the foreign market to fulfill orders. The items will be pre-shipped to the foreign warehouse via containers to reduce the overall order fulfillment cost.

The monthly sales data (November, 2015) of Costco's Tmall flagship store are used to assess the feasibility of the proposed model. According to the model simulation results, the proposed model can reduce at least 52% of the international order fulfillment cost.

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Fields of Study

Major Field: Logistics Management

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Chapter 1: Background

Ecommerce is defined as the buying or selling of goods and services over the Internet. According to research, over 66% of adults shop over the Internet (Horrigan, 2008). The Internet has changed our life over the past 2 decades. Specifically, it has changed the way we communicate with each other, obtain information, entertain ourselves, and, most importantly, purchase goods and services.

Since the development of third-party services for processing online credit card sales, people have recognized the convenience of online shopping: they do not need to drive twenty minutes and search an entire shopping mall to find a particular item; rather, they can utilize the Internet and find the desired item in less than two minutes. Traditional shopping pales in comparison to online shopping because of the speed of online transactions. Customers need to only have their credit card information and click a few buttons on the store's web page to immediately place an order. Another great convenience of online shopping is that it allows customers to access the global marketplace. Thus, if domestic goods do not satisfy the customer's expectation, the customer has a greater range of choice in the global market. In the global online marketplace, foreign companies do not need to have agents or distributors in the domestic market. Similar to domestic online merchants, international merchants can use logistics services to deliver their goods to their customers.

Since the global market opened up to customers, global online retail sales have been growing at a relatively steady rate, 17%, every year (Nilforoushan, Ben-Shabat, & Moriarty, 2013). According to Figure 1 below, ecommerce sales amounted to 521 billion in 2012, representing a compound annual growth rate of over 17% from 2007 to 2012.

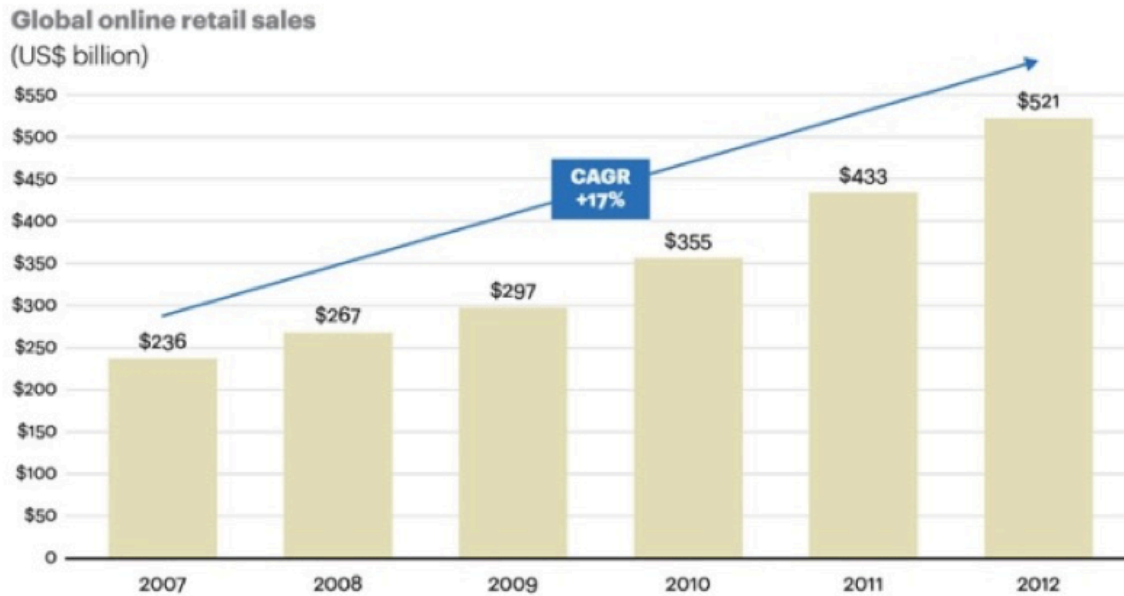


Figure 1. Global online retail sales (Nilforoushan, Ben-Shabat, & Moriarty, 2013)

This growth trend encourages companies to engage in international business online. Once an order is placed online, the company must hire an international logistics provider to deliver the goods to the end customer. Luckily, many international logistics company exist today. However, the logistics service that international logistics companies provide is expensive for individual parcels. There is often a trade-off between delivery speed and shipping cost. Generally, online retailers' shipping methods can be classified into 2 categories: high price but fast delivery and low price but slow delivery. Because customers want the ordered item to be delivered as soon as possible after they place the order, international merchants choose to satisfy the customers and use a fast shipping method, typically express air service, for their international orders. However, the disadvantage of the fast delivery is the significant shipping cost. The average parcel delivery cost is approximately \$50 to \$150, depending on the weight and dimension of the parcel. Often, the shipping cost is higher than the cost of the item. The high shipping cost drives up the price of the item, hindering sales.

From the international company standpoint, in the ideal situation, customers can obtain their products as soon as possible at a low cost. When customers need to choose between receiving the product quickly at a high cost or slowly at a low cost, the company will lose its customer base. Because customers equally value delivery time and the quality of the product, international companies should ideally consider a new method of delivering goods.

Chapter 2: International Consolidation Order Fulfillment Model

The traditional international order fulfillment process uses the most expensive method of transportation: parcel services. Indeed, parcel services must be utilized to deliver the order to end customers in the “last mile”, but the traditional international order fulfillment method uses such services for the full travel distance. An examination of the traditional order fulfillment model raises the following questions: is it necessary to use parcel services for the full travel distance? Is it possible to utilize a less costly transportation method for the majority of the travel distance? The order fulfillment model presented in this research is designed to incorporate the consolidation method and intermodal transportation concept into an international order fulfillment model to reduce the overall international order fulfillment cost.

The following four transportation methods can be applied to consolidate parcels: air, rail, ocean, and truck. However, only two modes of transportation are available for international parcel delivery: air and ocean. Shipping through air will result in a great cost but short delivery time, and shipping through ocean will result in a lower cost but slower delivery time. To minimize the shipping cost, the company should consolidate the parcel by using ocean freight for as much travel distance as possible. In order fulfillment, two main factors influence delivery speed: the transportation method and the location of the item. To minimize international delivery time, companies can place their goods in a location that is near the order’s final destination. Based on this logic, this research proposes a new order fulfillment model. In this model, the company will consolidate the goods in containers, ship them to a warehouse near the foreign customers’ location, and complete the order fulfillment from the warehouse.

For example, assume that a U.S.-based company has received orders from Europe. Using the traditional logistics method, the company will transfer the orders from its distribution center to an international parcel service provider, such as FedEx, UPS, or DHL. The international parcel service provider then gathers the parcels in its distribution center and, ultimately, transports the parcels in bulk to the destination country. In the destination country, the parcels are then sorted and routed to the end customers. Please refer to figure 2 for a visual demonstration of the traditional order fulfillment model. When the company implements the proposed order

fulfillment model, it will first consolidate and ship the inventory to a foreign warehouse located near the destination country. When customers place orders, the company will ship the customer orders via international parcel from its foreign warehouse where the inventory is held. In the proposed model, the order will travel a minimum distance through international parcel, with the majority of the travel distance occurring through ocean freight or air freight. Thus, the proposed order fulfillment model is able to minimize the total order fulfillment cost. Please refer to figure 3 for a visualization of this model.

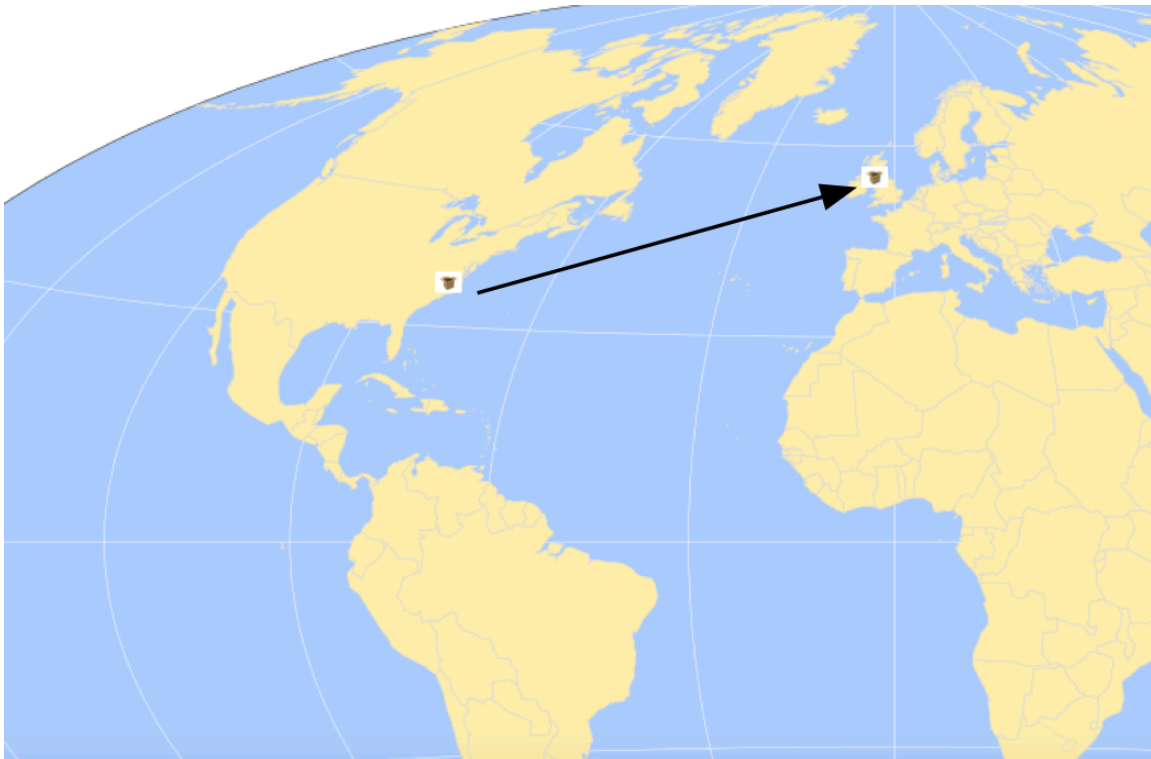


Figure 2. Traditional order-fulfillment model demonstration



Figure 3. Proposed order-fulfillment model demonstration

Chapter 3: Simulation & Result

In 2014, Costco launched its online shopping store on Tmall.hk to target Chinese consumers. Without opening a physical store in mainland China, Costco is able to sell products to Chinese consumers via a web-based operation. The company gathers the goods, which are produced around the world, and ships them to a warehouse located in Taiwan. Then, the company ships the orders to its end customers via an individual parcel service. Because this method is similar to the proposed method, the present study uses Costco's online store data to simulate the effect of the proposed model. At the time of the study, the November sales data of Costco's Tmall flagship store (October 15th – November 15th, 2015) ("COSTCO Flagship Store – Tmall International", 2015) was available for the simulation. The raw sales data can be found in Appendix. The goods that are imported from countries other than the U.S. are excluded to ensure that the data fit the model setting. In addition, in the sales data, some of the goods have an extremely high item per customer ratio. Item per customer ratio represents the quantity of the goods a customer ordered during a specific time period. It is calculated by dividing the number of items sold by the number of customers of the particular kind of goods. The simulation assumes that a typical person is not likely to order more than 6 of the same item in one month. Entities that order more than 6 of the same good are typically organizations or group buyers, and such customers are not considered average consumers. Thus, as shown below, the simulation uses only the non-highlighted, lower 65 categories of goods, which have an item per customer ratio of 6 or less. The average item per customer ratio is 2.14. Thus, Costco's data can represent a U.S.-based company's sales for one month.

The simulation hypothesizes that the Costco U.S. product's November sales data represent a Los Angeles-based company's average monthly sales and that the company needs to fulfill its Chinese customers' orders. Each customer order is shipped in a box measuring one cubic foot, and each box weighs ten lbs. Because the average item per customer ratio in the Costco data is 2.14, the research further assumes that every customer order includes, on average, 2.14 items. Based on the abovementioned assumptions, the Los Angeles-based company will need to ship 15,077 parcels measuring 1 cubic foot and weighing 10 pounds to its Chinese customers. The company can fulfill the order through two methods: international parcel services or the proposed model. This simulation will calculate and compare the total cost of the two fulfillment methods.

When using an international parcel service, the company pays only the local warehousing fee and the parcel shipping cost to ship the parcel from its local warehouse to end customers (figure 4). However, if the company chooses to fulfill the order through the proposed model, the cost categories will increase, and the company must have access to a foreign warehouse. Instead of shipping individual parcels from the local warehouse to end customers, the company will ship the parcels to a foreign warehouse using consolidation methods. In this case, the research further hypothesizes that the company rented a warehouse in Taipei, Taiwan (figure 5). The costs associated with consolidation methods can be mainly divided into two categories: total transportation cost, which includes freight cost and parcel shipping cost from the foreign warehouse to the end customer, and warehouse and handling cost, which includes the rental cost of the two warehouses, inventory carrying cost, and handling cost.

Order-fulfillment through International Parcel



Figure 4. Order-fulfillment through international parcel¹

¹Background map provided by Wikimedia Commons

International Consolidation Order-fulfillment Model

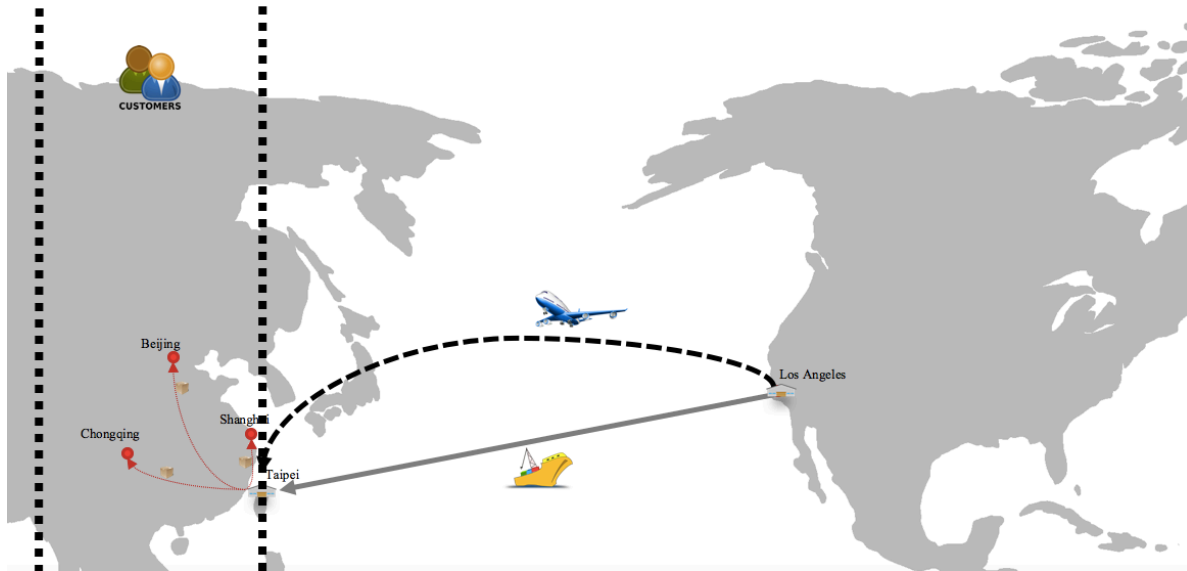


Figure 5. Order-fulfillment through the international consolidation order-fulfillment model²

For all shipping methods, the following transportation and warehousing assumptions are made for the simulation (refer to figure 6 for visualized assumptions):

- Shipping via international parcel service

1. The hypothesized company ships the orders to China through first-class international mail, which is the most economical international shipping method, with a cost of \$88.95 to ship to major cities in mainland China (“Postage Price Calculator”, n.d.)

- Consolidate by air

1. A 8ft × 10.41ft × 3.74ft air pallet is used to consolidate the orders; the size of the pallet is equivalent to the 737-300sf regular air pallet (“Aircargopedia - AEI B737-300SF (9 Pallet) Freighter Conversion” ,2011)
2. Air cargo space discount due to irregular shape: 20%
3. The freight charge per pallet is \$1,117.27 (“United cargo - get price quote”, n.d.)

² Background map provided by Wikimedia Commons

4. Service providers charge \$1,116.74 for fuel and \$167.51 for freight processing (“United cargo - get price quote”, n.d.)
- Consolidate by ocean
 1. Orders are shipped in 40 feet dry containers with a capacity of 2.377 cubic feet (“Freightgate - container dimensions / weight”, n.d.)
 2. Service providers charge \$1.458.03 to forward each container (“Welcome to WFR, the destination for free, worldwide, instant market rates for rail, truck or ocean freight”, n.d.)
 - Warehousing
 1. Goods are packaged in 3.5ft × 4ft × 4ft warehouse pallets
 2. Good are stacked in 2 levels
 3. The rental fee is \$0.57 per square foot per month for the local warehouse (Orange county, CA) and \$0.74 per square foot per month for the Taiwan warehouse (“Global Property Prices & Trends 2011”, n.d., p.2&9)
 4. The parcel handling fee for each order is \$4.25, and inventory carrying cost is equivalent to 20% of the total order value (if applicable)
 5. Every pallet will require 18.5 square feet of space to accommodate warehouse operations (“Calculators & tools: Achieve storage efficiency”, n.d.)

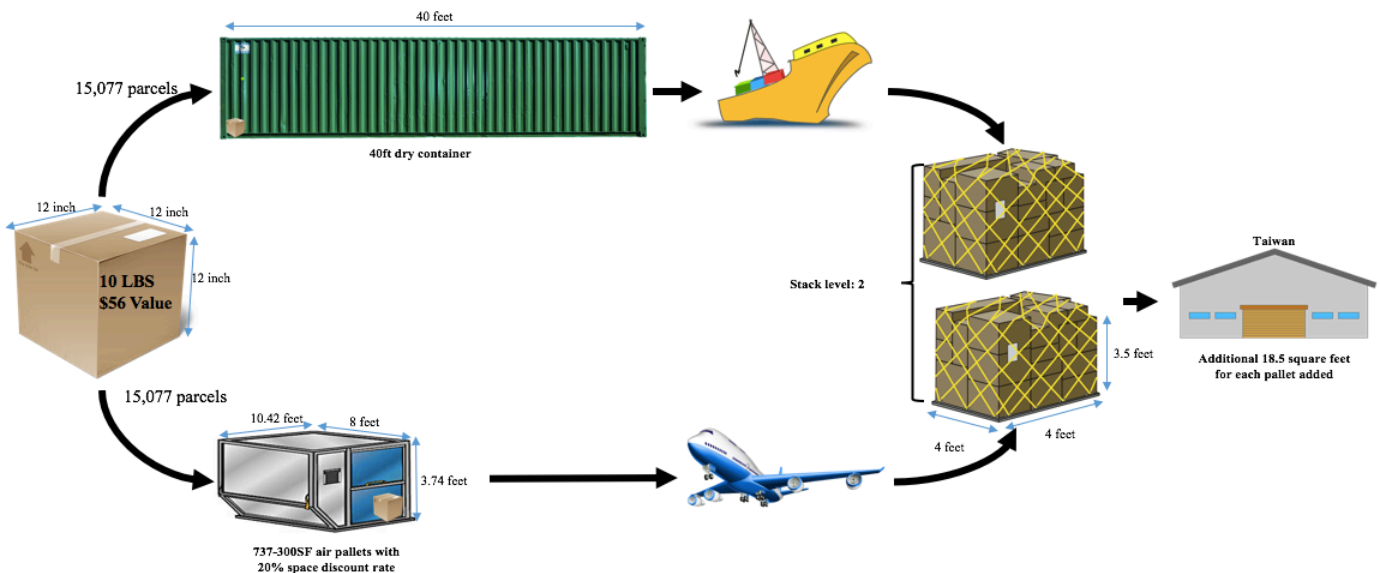


Figure 6. Visualization of the assumptions

Fulfillment via international parcel shipping

According to the assumptions, shipping via international parcel service costs the hypothesized company \$88.95 for shipping and \$4.25 for parcel handling cost. The total cost of using international parcel shipping to fulfill customer orders is shown below in figure 7.

International Parcel	
Number of parcels shipped	15077
Parcel shipping cost	\$ 88.95
Total transportation cost	\$ 1,341,099.15
Warehouse operating/ handling cost	
Handling cost	\$ 64,077.25
Number of pallets needed for warehousing	270
Warehouse space needed (sqft)	4995
Warehouse rental in Orange County, CA	\$ 2,822.98
Total cost	\$ 1,407,999.38

Figure 7. Cost of using international parcel service

Fulfillment via ocean freight consolidation and parcel shipping

For consolidation via ocean freight, the company must have access to a foreign warehouse, where the order will be shipped via parcel services to end customers. In this case, the hypothesized company must have access to a warehouse located in Taiwan. The capacity limit of the 40ft dry container is 2,377 cubic feet, and the volume of each order is 1 cubic foot. Thus, 7 containers are needed to transport 15,077 orders to the foreign warehouse. According to a freight quote obtained in December 2015 [!], the average cost of transporting a 40ft dry container from the U.S. (Long Beach port) to Taiwan (Taichung) is \$1,458.03 (“Welcome to WFR, the destination for free, worldwide, instant market rates for rail, truck or ocean freight”, n.d.). In addition, the cost of delivering a single order from Taiwan to any location in mainland China is \$24.92 (“SF express shipping cost calculator”, n.d.). After all warehouse-associated costs are summed, the resulting cost of the ocean consolidation method is shown below in figure 8.

Ocean	
Number of customer orders	15076.97227
Total volume of the parcel (cubic feet)	15076.97227
Number of containers per month	7
Shipping cost per container (average from the highest and lowest)	\$ 1,458.03
Total shipping cost	\$ 10,206.18
Parcel delivery cost	
Delivery cost per parcel	\$ 24.92
Total parcel delivery cost	\$ 375,718.84
Total transportation cost	\$ 385,925.02
Warehouse rental	
Number of pallets needed for warehousing	270
Warehouse space needed (sqft)	4995
Taiwan warehouse rental fee	\$ 3,673.74
Warehouse rental in Orange County, CA	\$ 2,822.98
Total warehouse rental fee	\$ 6,496.72
Warehouse operating/ handling cost	
Handling cost	\$ 64,077.25
Inventory carrying cost	\$ 159,923.53
Total cost	\$ 616,422.51

Figure 8. Cost of fulfillment via ocean freight consolidation and parcel shipping

Fulfillment via air freight consolidation and parcel shipping

Consolidation via air freight will result in a faster transportation time. However, the cost of transporting the goods in bulk will be higher. Because air pallets are much smaller than a 40ft ocean container and have an irregular shape (20% space discount), 61 737-300sf standard air pallets are needed to transport 15,077 customer orders to the company's warehouse in Taiwan. According to United Cargo Service, a shipment of 61 pallets costs \$69,717.04. With the same parcel delivery cost³ to ship from Taiwan to the company's final customer and the same warehouse-associated costs as the previous simulation, which uses ocean freight, the final total cost of this simulation using air freight is \$675,933.37. Please refer to figure 9 for more details.

³ The parcel delivery cost is the same as that in the previous simulation, \$24.92 ("SF express shipping cost calculator", n.d.)

Air		
Number of customer order		15077
Total volume of the parcel (cubic feet)		15077
Number of pallets per month		61
Volume per container (cubic feet)		246
Weight per container (lbs)		2462
Freight charges per pallet	\$	1,117.27
Fuel Surcharge	\$	1,116.74
Freight processing fee	\$	167.51
Total shipping cost	\$	69,717.04
Parcel delivery cost		
Delivery cost per parcel	\$	24.92
Total parcel delivery cost	\$	375,718.84
Total transportation cost	\$	445,435.88
Warehouse rental		
Number of pallets needed for warehousing		270
Warehouse space needed (sqft)		4995
Taiwan warehouse rental fee	\$	3,673.74
Warehouse rental in Orange County, CA	\$	2,822.98
Total warehouse rental fee	\$	6,496.72
Warehouse operating/ handling cost		
Handling cost	\$	64,077.25
Inventory carrying cost	\$	159,923.53
Total cost	\$	675,933.37

Figure 9. Cost of fulfillment via air freight consolidation and parcel shipping

Cost comparison

As the above results show, applying some degree of consolidation will dramatically decrease the total cost of order fulfillment. In figure 10, the total cost of each order fulfillment model is broken down by category on a per parcel basis. As the figure shows, consolidating the goods via air freight and ocean freight will save 52% and 56% of the total order fulfillment cost, respectively. As the number of orders that the company receives increases, the percentage of savings increases. The trend chart presented below (figure 11) shows that the cost comparison of fulfilling 1,000 orders and fulfilling 100,000 orders. This figure clearly demonstrates that consolidation will reduce the order fulfillment cost for companies with a sizable international market.

Total Cost Breakdown			
	International parcel	Air consolidation	Ocean consolidation
Freight cost	0	\$ 4.62	\$ 0.68
Parcel shipping to mainland China	\$ 88.95	\$ 24.92	\$ 24.92
Warehouse rental cost (both)	\$ 0.19	\$ 0.43	\$ 0.43
Inventory carrying cost	-	\$ 10.61	\$ 10.61
Handling cost	\$ 4.25	\$ 4.25	\$ 4.25
Total cost per order	\$ 93.39	\$ 44.83	\$ 40.88
Cost comparison	0%	-52%	-56%

Figure 10. Cost breakdown by category on an individual parcel basis

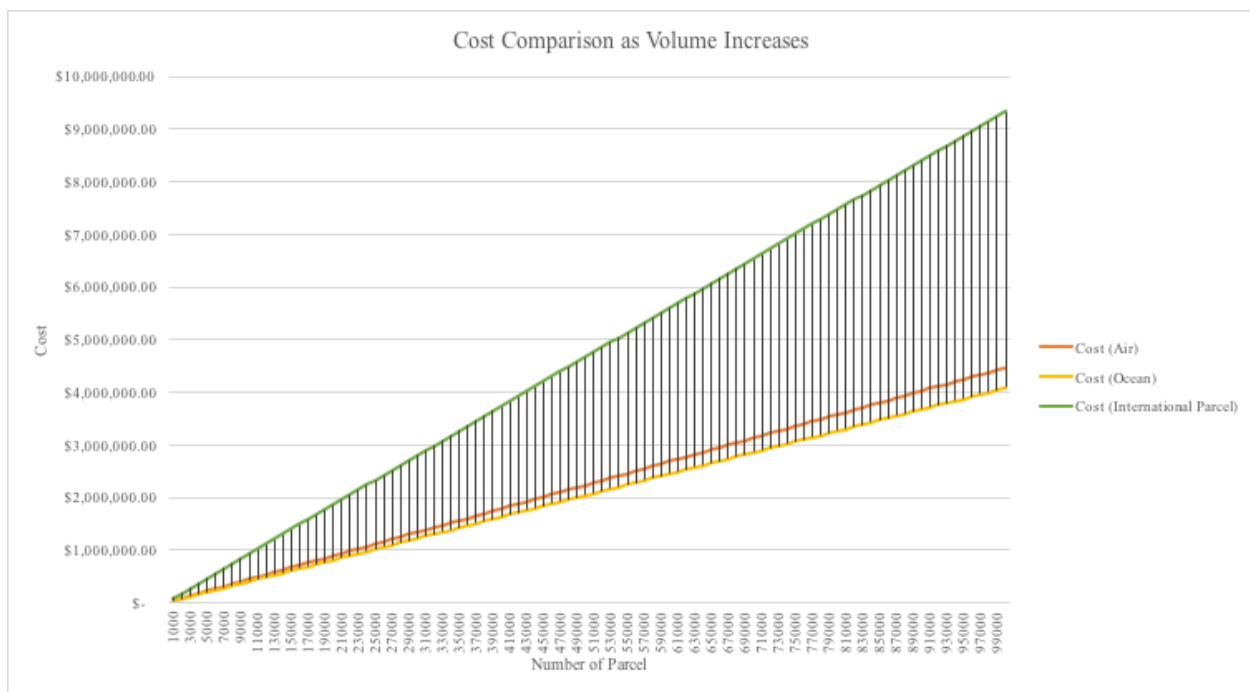


Figure 11. Cost comparison as volume increases

A company does not need to have a large international customer base to use this model and result in cost savings. As shown in figure 12, the average order fulfillment cost per parcel of the international consolidation order-fulfillment model gradually decreases as the number of customer orders increases. According to the simulation data, the economies of scale effect reaches its maximum when the order quantity is above 200. However, the cost-saving begins to appear when the number of parcel reaches around 60. This result may not qualify to represent real-world circumstances but demonstrates that this model does not require a company to have a substantial amount of parcels to result in an economic-of-scale effect. When determining whether to apply the proposed order fulfillment model,

companies must do an analysis to see whether their customer base is large enough for implementing the consolidation model, but the simulation result suggests that most of the time the model will result in a cost-saving.

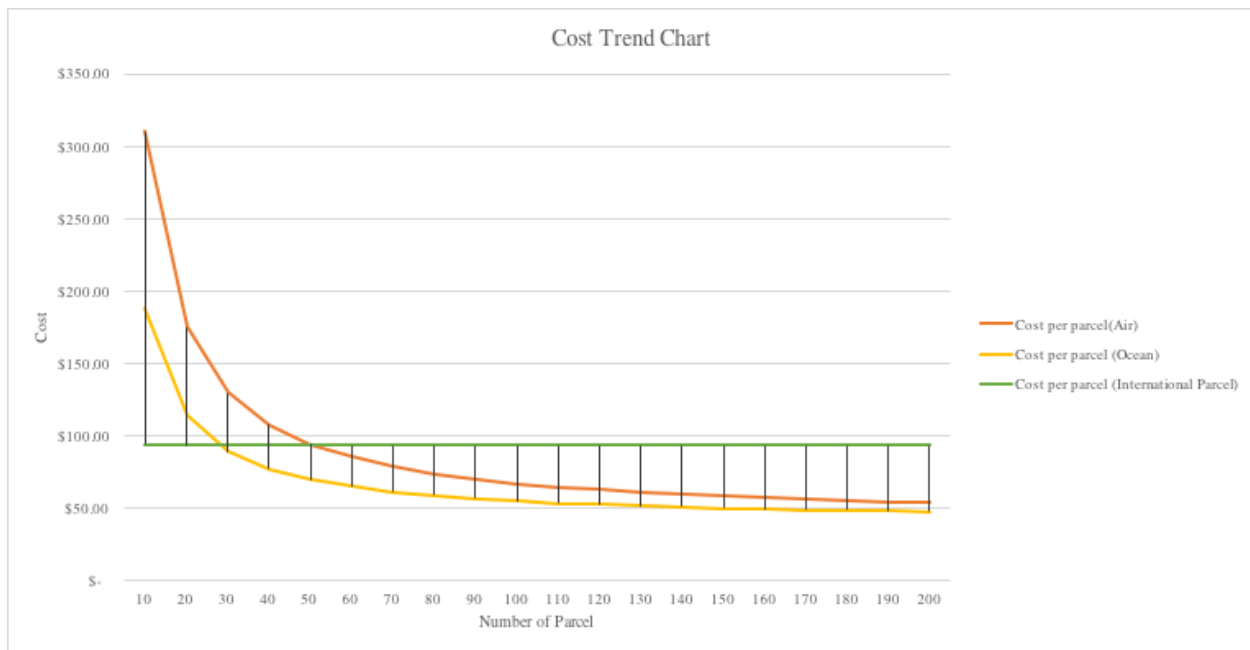


Figure 12. Cost per parcel when the number of orders is small

Chapter 4: Discussion

Chapter 3 demonstrated the proposed model's effect on the total order fulfillment cost. This chapter will focus on another important factor in order fulfillment: delivery lead time.

In the traditional order fulfillment model, the correlation between shipping cost and parcel delivery time is always positive. As the delivery time becomes faster, the shipping cost becomes more expensive. However, depending on the company logistics strategy, the parcel delivery time can be reduced when the company uses the proposed model to fulfill customer orders. However, if a company chooses to consolidate by ocean, the proposed model may result in a longer total transit time, which starts at the time the goods leave the local warehouse and ends at end customer, but a reduced parcel delivery time. Essentially, the model changed customers' perception of the order fulfillment model (figure 13). In the customers' mind, the order fulfillment process starts at the company's foreign warehouse rather than the company's local warehouse. The frame of the order fulfillment is much smaller, and customers do not consider the consolidation process as part of the order fulfillment process. In the simulation, for example, if the Los Angeles-based company fulfills customers' orders through international parcel, delivery will take 3-5 days (not guaranteed)⁴. However, if the company ships the order to its Taiwan-based warehouse before the customer order is placed and then delivers the order to the end customer via parcel⁵, the end customer in mainland China will receive the imported product in only three days. The end customers in mainland China do not see the background logistics transportation and consolidation process, which may take 1 – 17 days depending on the methods used.

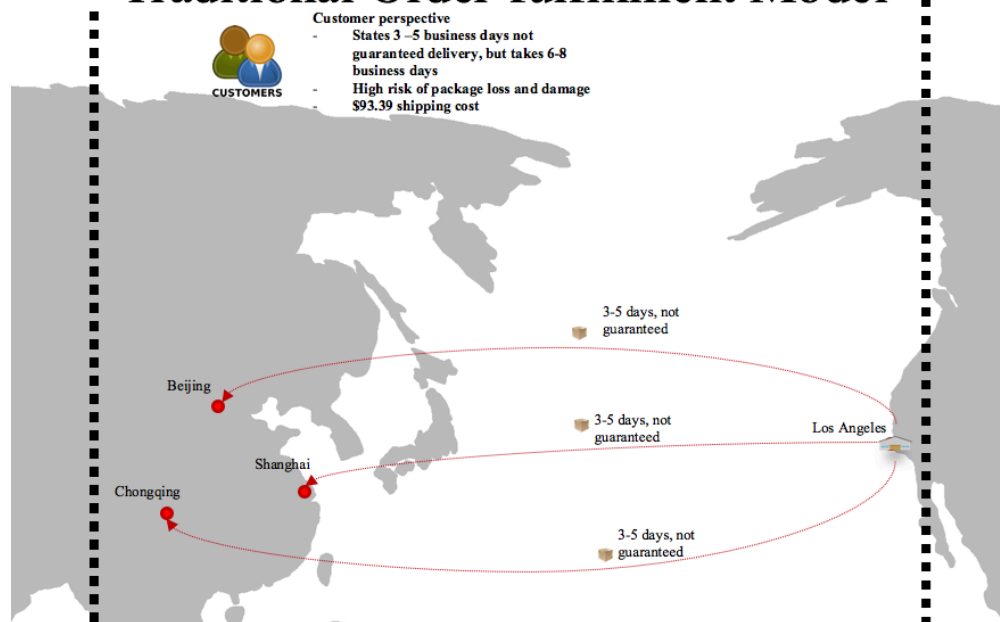
When deciding to implement the proposed order fulfillment model, companies must make one choice: consolidate via ocean freight or consolidate via air freight. As mentioned in chapter 3, consolidating via ocean freight is more economical than consolidating via air freight. In the simulation, consolidating via air freight costs \$3.94 more than consolidating via ocean freight (figure 14). However, consolidating via air freight results in less time to transport the goods to warehouses. In the simulation, ocean freight takes, on average, 17 days to transport the

⁴ USPS claims that the parcel will arrive in major cities in 3-5 days.

⁵ The shipping time estimate is provided by SF express.

goods from Los Angeles to Taiwan, but air freight only takes 1 day to transport the same amount of goods to Taiwan. The 16-day difference will provide companies less logistics lead time. With shorter logistics lead time, companies can be more flexible in their planning and potentially shorten the demand forecasting time scope.

Traditional Order-fulfillment Model



International Consolidation Order-fulfillment Model

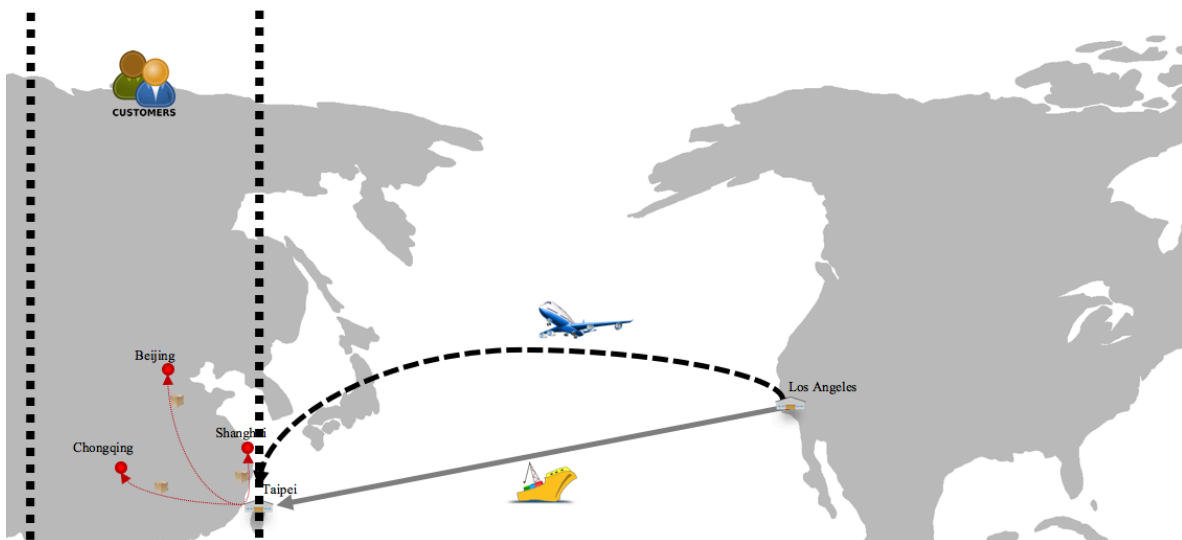


Figure 13. Mechanism of two order-fulfillment models

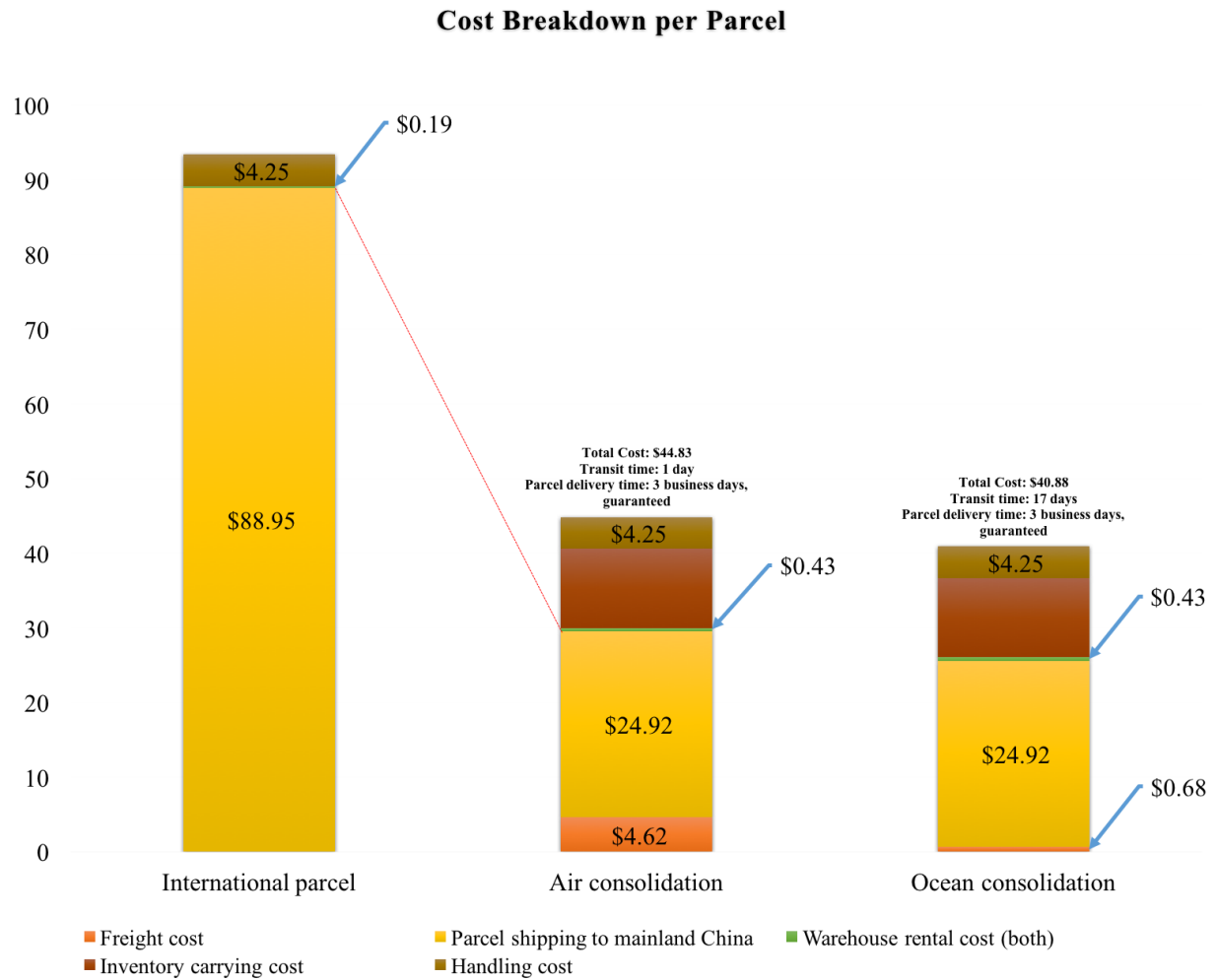


Figure 14. Cost breakdown per parcel

Chapter 5: Implication

The sole purpose of the above simulation is to demonstrate that the proposed order fulfillment model can reduce the total order fulfillment cost if the number of orders is sizable. However, the simulation did not take some factors into consideration. The model results may vary if different packing methods, freight rates, warehouse settings, and warehouse rental costs are considered. Furthermore, potential discount rates are not included in the calculation. Companies can receive discounts from logistics providers when they make regular and large shipments. In addition, this simulation is based on the context of a U.S. company that has customers in China. Other settings may not observe a cost saving result. Finally, the simulation shows only the monthly cost to maintain the order fulfillment model. The initiation of this order fulfillment model may require a significant investment. Companies should thoughtfully consider this investment before implementing this model; however, once the model is set up, foreign warehouses can serve multiple markets. In the simulation, for example, the Taiwan warehouse can act as a hub and serve the nearby countries such as Thailand, Japan, Korea, Philippines, and Malaysia (figure 15).

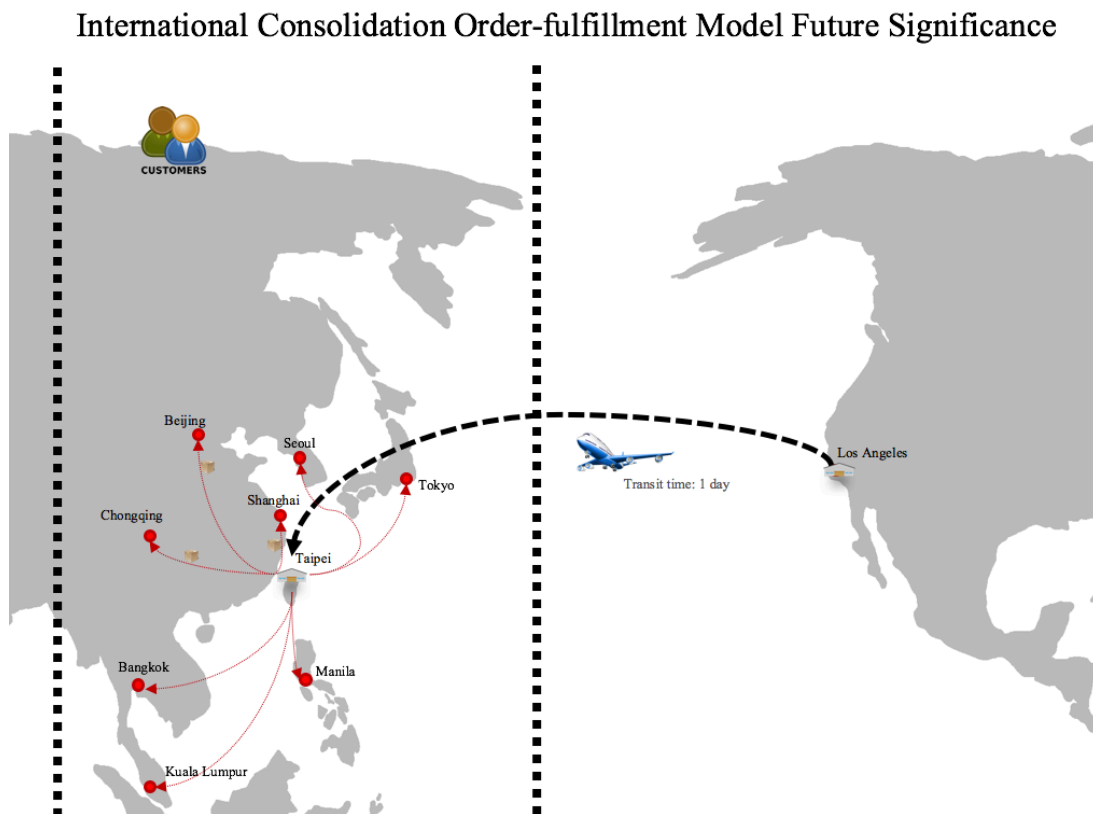


Figure 15. International consolidation order-fulfilment model future significance

The model may unlock companies' potential. With the proposed model, the order fulfillment cost will likely be reduced, lowering the total landed cost for the customer. For example, in the simulation, if the company fulfills customers' orders via international parcel and the price of the item is \$50, the customer will pay \$143.93 (price + shipping). However, if the company uses the consolidation method, the customer will pay \$94.83 (consolidating via air) or \$90.88 (consolidating via ocean). According to the economic theory of supply and demand, lower prices should stimulate demand. With the proposed model, companies will likely increase their sales.

By applying the consolidation concept to international order fulfillment, companies can save a substantial amount of cost. The proposed order fulfillment model will enable more small- to medium-sized companies to expand their business internationally. However, when choosing to proceed with the proposed model, companies must evaluate their business settings and fully understand the cost of transportation in the desired area. When operated with care, the model will result in success.

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Appendix: Costco flagship store data

Platform	Store Name	Taiwan	Location (City)	Brand	Brand Origin	Title in English	Original Title	Price (RMB)	Price (USD)	Number of item sold	Total Revenue
Tmall International	Costco Flagship Store	Taiwan	Taipei	Hasbro	U.S.A	PlayDoh Create 'n canister	PlayDoh培乐多创意黏土套装 彩泥玩具65件 Costco直营	¥ 249.00	\$ 39.84	817	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ocean Spray	U.S.A	Ocean Spray Cranberries 1800g	【超值组 升级版包装】 Ocean Spray 美国蔓越莓干1800g*2袋	¥ 210.00	\$ 33.60	8009	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ocean Spray	U.S.A	Ocean Spray Cranberries 1800g *2	【超值重量包】 Ocean Spray美国蔓越莓干1800g Costco直营	¥ 105.00	\$ 16.80	83108	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Post	U.S.A	Post honey bunches oat	Post蜂蜜杏桃麦片早餐1.36kg 冲饮玉米片 Costco直营	¥ 109.00	\$ 17.44	2783	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature potato chip (Salt)	Kirkland Signature 科克兰海盐调味薯片907克 零食饼干 原味	¥ 95.00	\$ 15.20	1782	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ocean Spray	U.S.A	Ocean Spray Cranberries 907g	Ocean Spray CRAISINS 美国原装进口 蓝莓口味 蔓越莓干 907g	¥ 69.00	\$ 11.04	3899	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Komar	U.S.A	Komar pajama (kids)	Komar卡通儿童睡袍 浴袍Kitty 草莓女淘蝙蝠袖蜘蛛人Costco直营	¥ 115.00	\$ 18.40	181	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ziploc	U.S.A	Ziploc space	Ziploc 真空收纳袋12个 衣服棉被 换季收纳 Costco直营	¥ 229.00	\$ 36.64	145	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature calcium 300 caplus	Kirkland Signature 科克兰钙镁锌 300粒 Costco直营	¥ 75.00	\$ 12.00	366	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Coq10 300mg*100	Kirkland Signature 科克兰辅酶素Q10软胶囊300mg*100粒 _Costco	¥ 185.00	\$ 29.60	4705	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature adult multi	Kirkland Signature 科克兰成人综合维生素营养锭500粒Costco直营	¥ 119.00	\$ 19.04	258	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Disney	U.S.A	Disney Elsa toy	Disney迪士尼 冰雪奇缘魔发师 Elsa 艾莎 过家家玩具Costco直营	¥ 199.00	\$ 31.84	55	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature mediterranean blend oil	Kirkland Signature 科克兰 地中海式调和油3L 橄榄油 Costco直营	¥ 135.00	\$ 21.60	171	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature stretch-tite food wrap	Kirkland Signature 科克兰stretch-tite 保鲜膜 Costco直营	¥ 139.00	\$ 22.24	2010	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature (Mature multi) 400 caplus	Kirkland Signature 科克兰较年长者综合维生素矿物质400粒Costco	¥ 109.00	\$ 17.44	2286	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature dry roasted almonds	Kirkland Signature 科克兰美国进口无壳盐烤扁桃仁 杏仁1130g	¥ 149.00	\$ 23.84	141	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Txg Texenergy	U.S.A	TCG compression calf sleeves	TXG 渐进式压力腿套 2 双 运动跑步减压机能压缩袜冰凉Costco直营	¥ 169.00	\$ 27.04	223	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Vitamin D3	Kirkland Signature 科克兰维生素D3软胶囊2000IU*600粒 Costco _	¥ 95.00	\$ 15.20	437	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Leapfrog	U.S.A	Leapfrog children's laptop	LeapFrog 幼儿童早教学习机 - 绿 / 粉红 _Costco直营	¥ 179.00	\$ 28.64	314	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Vitamin B	Kirkland Signature 科克兰综合维生素B群+维生素C 500粒 Costco	¥ 119.00	\$ 19.04	1655	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Swiss Miss	U.S.A	Swiss Miss coco powder	Swiss Miss瑞士小姐 圣诞节可冲可饮粉4入礼盒组 24包 闺蜜礼物	¥ 135.00	\$ 21.60	183	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature chlidern multi Vitamn	Kirkland Signature 科克兰儿童综合维生素营养锭300粒 Costco直营	¥ 119.00	\$ 19.04	1199	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Weider	U.S.A	Weider cranberry natural extract	WEIDER 天然蔓越莓锭250粒 含维生素C 天然植物萃取 Costco直营 _	¥ 119.00	\$ 19.04	668	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature fish oil 1000mg *400	Kirkland Signature 科克兰浓缩鱼油软胶囊美国进口1000mg*400粒	¥ 99.00	\$ 15.84	5106	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ghirardelli	U.S.A	GHIRARDELLI chocolate	GHIRARDELLI 黑巧克力 综合包 534g 60% 72% 86% 进口糖果香浓	¥ 125.00	\$ 20.00	246	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Disney	U.S.A	Disney kids' socks	DISNEY 迪士尼Cars赛车总动员童短袜6双组 童袜 _Costco直营	¥ 89.00	\$ 14.24	116	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	3M	U.S.A	3M Nexcare mask	3M Nexcare 舒适口罩 6入 进口口罩 防雾霾 防生螨 Costco直营 _	¥ 129.00	\$ 20.64	403	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Leapfrog	U.S.A	Leapfrog alphapup	LeapFrog 彩虹字母小狗 - 绿 / 粉红 _Costco直营	¥ 159.00	\$ 25.44	123	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature magnesium citrate	Kirkland Signature 科克兰 柠檬酸镁软胶囊250mg*300粒Costco _	¥ 185.00	\$ 29.60	31	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature coffee blend	Kirkland Signature 科克兰精选咖啡豆 907g Costco直营	¥ 115.00	\$ 18.40	530	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Mariani	U.S.A	Mariani dried wild blueberry	Mariani 野生蓝莓干 454g Costco直营	¥ 99.00	\$ 15.84	939	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Zerexposur	U.S.A	ZeroXposur girls' hoodies	ZeroXposur 女童双面穿连帽外套 防风防泼水夹克_内里刷毛保暖	¥ 199.00	\$ 31.84	43	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature vitamin C 1000mg	Kirkland Signature 科克兰玫瑰水果维生素C 1000mg*500粒Costco	¥ 129.00	\$ 20.64	514	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Weider	U.S.A	WEIDER Vitamin C	WEIDER 玫瑰水果维生素C 250粒 Costco直营	¥ 89.00	\$ 14.24	135	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Hershey'S	U.S.A	Hershey's milk chocolate holiday pack	HERSHEY'S Kisses牛奶巧克力圣诞缤纷袋1.22公斤 Costco 派对点心	¥ 115.00	\$ 18.40	23	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Leapfrog	U.S.A	LeapFrog FROG HANOVER	LeapFrog 字母发音磁铁组 早教启蒙儿童益智 _Costco直营	¥ 139.00	\$ 22.24	97	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Snyder'S	U.S.A	SNYDER'S OF HANOVER variety pack	SNYDER'S OF HANOVER 蝴蝶饼综合口味组合包56g*16包 Costco	¥ 125.00	\$ 20.00	244	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Glucosamine Chondroitin Collagen II	Kirkland Signature 科克兰液体氨基葡萄糖软骨素930mlCostco直营	¥ 145.00	\$ 23.20	315	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Vitamin E 400IU*300 caplus	Kirkland Signature 科克兰维生素E软胶囊400IU*300粒 Costco直营	¥ 95.00	\$ 15.20	490	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Glucorinol 300 caplus	Kirkland Signature 科克兰葡萄糖胺软骨素锭 300粒 Costco直营	¥ 185.00	\$ 29.60	709	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Disney	U.S.A	Disney Frozen kid's socks	DISNEY 迪士尼Frozen冰雪奇缘童短袜6双组 童袜 _Costco直营	¥ 89.00	\$ 14.24	64	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Peachtree Playthings	U.S.A	Peachtree Playings figural night light	PEACHTREE PLAYTHINGS 声光灯座 冰雪奇缘/钢铁人 Costco直营	¥ 239.00	\$ 38.24	20	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature mixed nuts 1130g	Kirkland Signature 科克兰无调味综合原味坚果1130g Costco直营	¥ 155.00	\$ 24.80	7610	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Weider	U.S.A	WEIDER Collagen powder	WEIDER 天然胶原蛋白粉 250g Costco直营	¥ 129.00	\$ 20.64	192	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Schick	U.S.A	Schick men's razor	Schick舒适牌 高级防滑滋润型轻便刀剃刮刀3支*6包 Costco直营	¥ 65.00	\$ 10.40	23	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Made For Fun	U.S.A	Made for fun basket playset	Made for Fun 沙滩欢乐桶15件套装 玩沙挖沙戏水玩具 Costco直营	¥ 185.00	\$ 29.60	88	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ghirardelli	U.S.A	GHIRARDELLI triple chocolate baking powder	GHIRARDELLI 巧克力布朗尼预拌粉3.4kg 烘焙蛋糕粉 Costco直营	¥ 149.00	\$ 23.84	128	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kotex	U.S.A	Kotex pad	Kotex 超薄卫生护垫 美国进口 64片*4盒组 卫生巾 Costco直营	¥ 105.00	\$ 16.80	193	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Herbal Essences	U.S.A	Herbal essences touchable airy conditional	Herbal Essences草本精华柔顺轻盈感润发乳 蓬松 滋润 Costco直营	¥ 95.00	\$ 15.20	116	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature fabric softener	Kirkland Signature 科克兰烘衣柔软剂去静电纸250张*2盒Costco直营	¥ 115.00	\$ 18.40	99	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature drinking water	Kirkland Signature 科克兰 饮用水70瓶装 原瓶进口纯净水 逆渗透	¥ 219.00	\$ 35.04	35	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature men's running shoes	Kirkland Signature 科克兰男慢跑鞋 休闲运动旅游Costco直营	¥ 169.00	\$ 27.04	64	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature bedding set	Kirkland Signature 科克兰纯色双人纯棉床品枕套6件套Costco直营	¥ 499.00	\$ 79.84	10	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Luv Yu	U.S.A	Luv Yu honey almond	美国Luv Yu 蜂蜜杏仁酥738g 零食 饼干 酥饼 点心 Costco直营	¥ 89.00	\$ 14.24	113	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Herbal Essences	U.S.A	Herbal Essences shampoo	Herbal Essences草本精华轻盈感洗发精洗发水1200ml Costco直营	¥ 95.00	\$ 15.20	183	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ocean Spray	U.S.A	Ocean Spray Cranberries 1360g	Ocean Spray CRAISINS 美国原装进口蔓越莓干 1360g Costco直营	¥ 85.00	\$ 13.60	8830	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature jeans 100% cotton	Kirkland Signature 科克兰男性纯棉牛仔裤 Costco直营	¥ 139.00	\$ 22.24	216	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Hasbro	U.S.A	Playdoh majic swirl ice cream shoppe	Playdoh培乐多 冰淇淋派对创意黏土套装 彩泥模具玩具Costco直营	¥ 149.00	\$ 23.84	101	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	3M	U.S.A	3M air filter	3M 净呼吸 高效滤静电空气滤网450x38cm 卷筒 超值装 防雾霾	¥ 245.00	\$ 39.20	181	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Sealy	U.S.A	Sealy pillow	Sealy 美国进口枕头 2入 Costco直营	¥ 159.00	\$ 25.44	76	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Boxer Brief	Kirkland Signature 科克兰 男性弹性针织平口内裤4件 半角混色	¥ 129.00	\$ 20.64	430	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Pekkle	U.S.A	Pekkle baby clothes	Pekkle 婴儿100%纯棉包屁衣 连体衣4件组 蝴蝶/小猫 Costco直营	¥ 99.00	\$ 15.84	28	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Renuzit	U.S.A	Renuzit super odor neutralizer	renuzit蕊丽 室内空气芳香剂12瓶 3种香味 除臭清新剂Costco直营	¥ 169.00	\$ 27.04	58	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature men's dressing socks	Kirkland Signature 科克兰绅士袜 4双组 Costco直营	¥ 95.00	\$ 15.20	186	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Charisma	U.S.A	Chaisma anti-slip pad	CHARISMA 防滑脚踏垫 5色可选 60x91CM 室内地毯 Costco直营	¥ 179.00	\$ 28.64	47	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Christmsn decoration	Kirkland Signature科克兰圣诞树装饰玻璃球14颗 红/银Costco直营	¥ 169.00	\$ 27.04	16	\$
Tmall International	Costco Flagship Store	Taiwan	Taipei	Mariani	U.S.A	Mriani dried cherry	Mariani 车厘子干 (樱桃干) 510g Costco直营	¥ 79.00	\$ 12.64	484	\$

Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature body lotion	Kirkland Signature 科克兰身体乳液 650ml*2入 Costco直营	¥	99.00	\$	15.84	275	\$	4,356.00
Tmall International	Costco Flagship Store	Taiwan	Taipei	Cetaphil	U.S.A	Cetaphil cleansing bar	Cetaphil 美国进口洁肤凝脂 香皂婴儿皂 127g*3入组 Costco直营	¥	95.00	\$	15.20	263	\$	3,997.60
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature body wash	Kirkland Signature 科克兰柑橘香沐浴乳 800ml*2瓶 Costco直营	¥	99.00	\$	15.84	179	\$	2,835.36
Tmall International	Costco Flagship Store	Taiwan	Taipei	Novaform	U.S.A	Novaform Contour pillow	Novaform 美国原装进口人体工学凉感记忆枕 Costco直营	¥	229.00	\$	36.64	74	\$	2,711.36
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature outdoor trail socks	Kirkland Signature 科克兰 美丽诺羊毛混纺男袜 4双组 绅士袜	¥	129.00	\$	20.64	240	\$	4,953.60
Tmall International	Costco Flagship Store	Taiwan	Taipei	Dove	U.S.A	Dove shampoo	Dove 多芬深层滋润洗发水洗发精 1180ml 美国原装进口 Costco直营	¥	99.00	\$	15.84	148	\$	2,344.32
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature calcium 600mg +D3	Kirkland Signature 科克兰钙+维生素D3 锭 500粒 Costco直营	¥	85.00	\$	13.60	318	\$	4,324.80
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Italian expresso baked coffee	Kirkland Signature 科克兰意式ESPRESSO深度烘焙咖啡豆 907g	¥	115.00	\$	18.40	199	\$	3,661.60
Tmall International	Costco Flagship Store	Taiwan	Taipei	Combos	U.S.A	Combos baked snack	Combos 冠宝卷心饼原味吉士口味 48.2g*18小包 零食 Costco直营	¥	125.00	\$	20.00	588	\$	11,760.00
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature body soap 15 pack	Kirkland Signature 科克兰身体乳霜香皂 127.5g*15个 美国进口	¥	99.00	\$	15.84	111	\$	1,758.24
Tmall International	Costco Flagship Store	Taiwan	Taipei	CTM	U.S.A	CTM christmas door decoration	CTM 圣诞门把挂饰2入 圣诞装饰 Costco直营	¥	129.00	\$	20.64	16	\$	330.24
Tmall International	Costco Flagship Store	Taiwan	Taipei	Pacific Coast	U.S.A	Pacific coast pillow	Pacific Coast 美国进口羽绒枕头枕芯2入 Costco直营	¥	245.00	\$	39.20	124	\$	4,860.80
Tmall International	Costco Flagship Store	Taiwan	Taipei	Neolia	U.S.A	Néolia olive oil soap	Néolia 有机橄榄油香皂 130g*8入 美国原装进口 Costco直营	¥	239.00	\$	38.24	25	\$	956.00
Tmall International	Costco Flagship Store	Taiwan	Taipei	Head&Shoulders	U.S.A	Head & Shoulder shampoo	Head & Shoulder's 海飞丝韩版洗发水酷凉净爽1200ml 去屑凉爽	¥	99.00	\$	15.84	48	\$	760.32
Tmall International	Costco Flagship Store	Taiwan	Taipei	Hasbro	U.S.A	Playskool train toy	PLAYSKOOL 乐宝火车弹跳玩球游戏组 早教启蒙玩具 Costco直营	¥	129.00	\$	20.64	9	\$	185.76
Tmall International	Costco Flagship Store	Taiwan	Taipei	Schick	U.S.A	Schick intuition	Schick舒适牌舒芙仕女除毛刀1刀把+7刀头+1脸部除毛刀Costco直营	¥	125.00	\$	20.00	200	\$	4,000.00
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature elastic boxer brief	Kirkland Signature 科克兰 男性弹性 针织平口内裤4件 平角黑色	¥	115.00	\$	18.40	15	\$	276.00
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature tooth paste	Kirkland Signature 科克兰全效薄荷牙膏洁白配方 212g*6入	¥	99.00	\$	15.84	1074	\$	17,012.16
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ziploc	U.S.A	Ziploc slider	Ziploc 拉链式密封夹链袋 140入Costco直营	¥	139.00	\$	22.24	310	\$	6,894.40
Tmall International	Costco Flagship Store	Taiwan	Taipei	Kirkland Signature	U.S.A	Kirkland Signature Glucosamine MSM 375	Kirkland Signature 科克兰氨基葡萄糖+MSM 375粒美国进口Costco	¥	149.00	\$	23.84	1492	\$	35,569.28
Tmall International	Costco Flagship Store	Taiwan	Taipei	Samsonite	U.S.A	Samsonite luggage 27 inch	Samsonite新秀丽27寸行李箱 旅行箱万向轮 Costco直营	¥	845.00	\$	135.20	1890	\$	255,528.00
Tmall International	Costco Flagship Store	Taiwan	Taipei	Ricardo	U.S.A	Ricardo 20in *28in luggage	Ricardo 20寸+28寸行李箱超值2件组 蓝/银 Costco直营	¥	999.00	\$	159.84	293	\$	46,833.12
Tmall International	Costco Flagship Store	Taiwan	Taipei	Hasbro	U.S.A	Playskool duck toy	PLAYSKOOL 乐宝滚动小鸭鸭 早教启蒙玩具 Costco直营	¥	99.00	\$	15.84	8	\$	126.72